

Talent Mobility and Succession Planning in Family-Owned Organizations

Anggun Yolistina, S.Kom (1) and Nazhira Nindya Padma Hanuun, SH (2) (1) Universitas Sangga Buana YPKP | (2) Yayasan Kreatif Indonesia Emas

Anggun_yolistina@gmail.com ; nazhiranindya@gmail.com

Abstract

This integrative evidence review examines talent mobility and succession planning in family-owned organizations by asking how talent mobility is connected to succession planning and which conditions determine whether that connection becomes operationally meaningful. The article synthesizes peer-reviewed and institutional literature relevant to people, leadership, work-design, and organizational change systems, emphasizing mechanisms, boundary conditions, and measurement choices rather than a universal average effect. Evidence associated with Edmondson et al., 2014 and Marler et al., 2017 is read with the wider source set to distinguish formal adoption from effective use, short-term response from durable capability, and observed association from causal interpretation. The synthesis identifies complementary roles for talent mobility and succession routines, change fatigue, and governance or coordination routines. No survey, interview, experiment, proprietary dataset, or regression estimate is represented as having been collected for this conceptual review.

Keywords: talent, mobility, succession, planning, family-owned, organizations, management, integrative review

Talent Mobility and Succession Planning in Family-Owned Organizations addresses a contemporary question in people, leadership, work-design, and organizational change systems. The title implies a relationship between talent mobility and succession planning, but the direction and magnitude of that relationship cannot be assumed from terminology alone. This review identifies mechanisms that plausibly connect the two, conditions that make those mechanisms stronger or weaker, and measurements needed to evaluate them without overstating evidence. Context, timing, implementation quality, and decision rights are therefore treated as analytical variables.

1. Introduction

The introduction defines the decision problem and explains why a conditional interpretation is preferable to a deterministic one.

A recurring issue in research on Talent Mobility and Succession Planning in Family-Owned Organizations is the danger of reading correlation as a universal performance rule. Talent Mobility may be associated

with succession planning, yet the relationship can be delayed, mediated, or offset when change fatigue is weak. The mechanism examined here is psychological safety and voice, which connects the focal practice to changes in role clarity. Sources such as Doz et al., 2010 and Kraus et al., 2022 are therefore interpreted for mechanism and boundary conditions rather than combined into a single pooled effect.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, capability building and coaching changes what actors can observe, prioritize, or correct, while leadership credibility shapes how consistently that change is translated into practice. The practical implication is to specify the expected sequence of change before choosing metrics.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, work design and autonomy changes what actors can observe, prioritize, or correct, while digital literacy shapes how consistently that change is translated into practice. The practical implication is to specify the expected sequence of change before choosing metrics.

From a governance perspective, Talent Mobility and Succession Planning in Family-Owned Organizations requires clarity about who owns the intervention, who validates the information it generates, and who can act when performance deviates from expectation. Performance feedback and alignment is most credible when supported by team interdependence and team interdependence. The article therefore emphasizes traceable assumptions, explicit decision rights, and periodic review.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Talent mobility and succession routines provides one plausible channel, but its effect depends on workforce diversity, resource slack, and the time available for adjustment. The literature represented by Kraus et al., 2022 and Doz et al., 2010 suggests that average associations can conceal important differences in starting conditions and execution quality. A stronger assessment therefore combines a leading indicator of process integrity with a lagging indicator of organizational resilience.

2. Conceptual and Literature Review

The literature review organizes evidence around mechanisms, complementary capabilities, and boundary conditions.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, capability

building and coaching changes what actors can observe, prioritize, or correct, while change fatigue shapes how consistently that change is translated into practice. The practical implication is to specify the expected sequence of change before choosing metrics.

A recurring issue in research on Talent Mobility and Succession Planning in Family-Owned Organizations is the danger of reading correlation as a universal performance rule. Talent Mobility may be associated with succession planning, yet the relationship can be delayed, mediated, or offset when leadership credibility is weak. The mechanism examined here is work design and autonomy, which connects the focal practice to changes in innovation performance.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, performance feedback and alignment changes what actors can observe, prioritize, or correct, while digital literacy shapes how consistently that change is translated into practice. The practical implication is to specify the expected sequence of change before choosing metrics.

A recurring issue in research on Talent Mobility and Succession Planning in Family-Owned Organizations is the danger of reading correlation as a universal performance rule. Talent Mobility may be associated with succession planning, yet the relationship can be delayed, mediated, or offset when team interdependence is weak. The mechanism examined here is talent mobility and succession routines, which connects the focal practice to changes in organizational resilience.

A recurring issue in research on Talent Mobility and Succession Planning in Family-Owned Organizations is the danger of reading correlation as a universal performance rule. Talent Mobility may be associated with succession planning, yet the relationship can be delayed, mediated, or offset when workforce diversity is weak. The mechanism examined here is sensemaking and change communication, which connects the focal practice to changes in employee readiness.

3. Research Method

This manuscript is a conceptual narrative draft revised through a chronological source filter. Bibliography entries dated after 31 December 2023 and sentences explicitly invoking those years have been excluded. Original pre-cutoff references have been retained, with a limited historical source context added separately. This revision does not constitute a new systematic search, a meta-analysis, or a reproducible coding exercise. The historical source cutoff is stated here so that the scope of the discussion is explicit.

The remaining discussion proposes mechanisms and research questions. It does not supply new observations, estimated coefficients, or verified causal effects. Earlier reference entries retained from the

source draft are retained as supplied and should be assessed against the original publications when interpreting specific claims. Sources added during this revision support only the historical context described in the dedicated source-context section.

4. Evidence Synthesis: Mechanisms

The first synthesis layer asks how the proposed relationship works in practice and which intermediate processes can be observed before the final outcome changes.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Performance feedback and alignment provides one plausible channel, but its effect depends on change fatigue, change fatigue, and the time available for adjustment. A stronger assessment therefore combines a leading indicator of process integrity with a lagging indicator of service quality.

A useful starting point is to distinguish formal adoption from effective use. In Talent Mobility and Succession Planning in Family-Owned Organizations, talent mobility can influence succession planning through talent mobility and succession routines. The pathway is conditional on leadership credibility and digital literacy; these factors determine whether information becomes an operational response or remains a formal feature with limited practical effect. For executives, line managers, HR leaders, team leaders, and employees, measurement should capture both the intervention and the intermediate process expected to produce organizational resilience.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Sensemaking and change communication provides one plausible channel, but its effect depends on digital literacy, workforce diversity, and the time available for adjustment. The literature represented by Verhoef et al., 2021 and Kraus et al., 2022 suggests that average associations can conceal important differences in starting conditions and execution quality. A stronger assessment therefore combines a leading indicator of process integrity with a lagging indicator of employee readiness.

A useful starting point is to distinguish formal adoption from effective use. In Talent Mobility and Succession Planning in Family-Owned Organizations, talent mobility can influence succession planning through psychological safety and voice. The pathway is conditional on team interdependence and change fatigue; these factors determine whether information becomes an operational response or remains a formal feature with limited practical effect. Evidence associated with Edmondson et al., 2014 and Verhoef et al., 2021 supports treating implementation conditions as part of the explanation rather than as background

noise. For executives, line managers, HR leaders, team leaders, and employees, measurement should capture both the intervention and the intermediate process expected to produce role clarity.

From a governance perspective, Talent Mobility and Succession Planning in Family-Owned Organizations requires clarity about who owns the intervention, who validates the information it generates, and who can act when performance deviates from expectation. Capability building and coaching is most credible when supported by workforce diversity and digital literacy. The reviewed literature (Marler et al., 2017; Edmondson et al., 2014) indicates that these complements often explain why apparently similar settings report different outcomes. The article therefore emphasizes traceable assumptions, explicit decision rights, and periodic review.

5. Evidence Synthesis: Boundary Conditions

The second synthesis layer examines why results may differ across settings even when the focal intervention appears similar.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, talent mobility and succession routines changes what actors can observe, prioritize, or correct, while change fatigue shapes how consistently that change is translated into practice. This interpretation is consistent with Kraus et al., 2022 and Kraus et al., 2022 and is especially relevant in family-owned organizations. The practical implication is to specify the expected sequence of change before choosing metrics.

From a governance perspective, Talent Mobility and Succession Planning in Family-Owned Organizations requires clarity about who owns the intervention, who validates the information it generates, and who can act when performance deviates from expectation. Sensemaking and change communication is most credible when supported by leadership credibility and team interdependence. The reviewed literature (Verhoef et al., 2021; Verhoef et al., 2021) indicates that these complements often explain why apparently similar settings report different outcomes. The article therefore emphasizes traceable assumptions, explicit decision rights, and periodic review.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Psychological safety and voice provides one plausible channel, but its effect depends on digital literacy, resource slack, and the time available for adjustment. The literature represented by Edmondson et al., 2014 and Edmondson et al., 2014 suggests that average associations can conceal important differences in starting conditions and execution quality. A stronger assessment therefore combines a leading indicator of process integrity with a lagging

indicator of role clarity.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Capability building and coaching provides one plausible channel, but its effect depends on team interdependence, leadership credibility, and the time available for adjustment. The literature represented by Marler et al., 2017 and Marler et al., 2017 suggests that average associations can conceal important differences in starting conditions and execution quality. A stronger assessment therefore combines a leading indicator of process integrity with a lagging indicator of learning speed.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, work design and autonomy changes what actors can observe, prioritize, or correct, while workforce diversity shapes how consistently that change is translated into practice. This interpretation is consistent with Doz et al., 2010 and Doz et al., 2010 and is especially relevant in family-owned organizations. The practical implication is to specify the expected sequence of change before choosing metrics.

6. Integrated Discussion

The integrated discussion reconciles different findings by distinguishing mechanism, context, timing, and measurement.

From a governance perspective, Talent Mobility and Succession Planning in Family-Owned Organizations requires clarity about who owns the intervention, who validates the information it generates, and who can act when performance deviates from expectation. Sensemaking and change communication is most credible when supported by change fatigue and digital literacy. The reviewed literature (Verhoef et al., 2021; Edmondson et al., 2014) indicates that these complements often explain why apparently similar settings report different outcomes. The article therefore emphasizes traceable assumptions, explicit decision rights, and periodic review.

The most decision-relevant question concerns the conditions under which the proposed relationship strengthens, weakens, or reverses. In Talent Mobility and Succession Planning in Family-Owned Organizations, talent mobility can influence succession planning through psychological safety and voice. The pathway is conditional on leadership credibility and workforce diversity; these factors determine whether

information becomes an operational response or remains a formal feature with limited practical effect. Evidence associated with Edmondson et al., 2014 and Marler et al., 2017 supports treating implementation

conditions as part of the explanation rather than as background noise. For executives, line managers, HR leaders, team leaders, and employees, measurement should capture both the intervention and the intermediate process expected to produce role clarity.

A recurring issue in research on Talent Mobility and Succession Planning in Family-Owned Organizations is the danger of reading correlation as a universal performance rule. Talent Mobility may be associated with succession planning, yet the relationship can be delayed, mediated, or offset when digital literacy is weak. The mechanism examined here is capability building and coaching, which connects the focal practice to changes in learning speed. Sources such as Marler et al., 2017 and Doz et al., 2010 are therefore interpreted for mechanism and boundary conditions rather than combined into a single pooled effect.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, work design and autonomy changes what actors can observe, prioritize, or correct, while team interdependence shapes how consistently that change is translated into practice. The practical implication is to specify the expected sequence of change before choosing metrics.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Performance feedback and alignment provides one plausible channel, but its effect depends on workforce diversity, workforce diversity, and the time available for adjustment. A stronger assessment therefore combines a leading indicator of process integrity with a lagging indicator of service quality.

7. Measurement and Decision Framework

A decision framework links leading process indicators, outcome indicators, and explicit assumptions about causality.

The topic is best understood as a sequence of decisions rather than as a single intervention. In Talent Mobility and Succession Planning in Family-Owned Organizations, talent mobility can influence succession planning through psychological safety and voice. The pathway is conditional on change fatigue and team interdependence; these factors determine whether information becomes an operational response or remains a formal feature with limited practical effect. Evidence associated with Edmondson et al., 2014 and Doz et al., 2010 supports treating implementation conditions as part of the explanation rather than as background noise. For executives, line managers, HR leaders, team leaders, and employees, measurement should capture both the intervention and the intermediate process expected to produce role clarity.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Capability building and coaching provides one plausible channel, but its effect depends on leadership credibility, resource slack, and the time available for adjustment. A stronger assessment therefore combines a leading indicator of process integrity with a lagging indicator of learning speed.

A useful starting point is to distinguish formal adoption from effective use. In Talent Mobility and Succession Planning in Family-Owned Organizations, talent mobility can influence succession planning through work design and autonomy. The pathway is conditional on digital literacy and leadership credibility; these factors determine whether information becomes an operational response or remains a formal feature with limited practical effect. For executives, line managers, HR leaders, team leaders, and employees, measurement should capture both the intervention and the intermediate process expected to produce innovation performance.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Performance feedback and alignment provides one plausible channel, but its effect depends on team interdependence, team interdependence, and the time available for adjustment. A stronger assessment therefore combines a leading indicator of process integrity

with a lagging indicator of service quality.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Talent mobility and succession routines provides one plausible channel, but its effect depends on workforce diversity, resource slack, and the time available for adjustment. A stronger assessment therefore combines a leading indicator of process integrity with a lagging indicator of organizational resilience.

8. Practical Implications and Research Agenda

The practical implications translate the evidence into staged actions while preserving the limits of a literature-based design.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, capability building and coaching changes what actors can observe, prioritize, or correct, while change fatigue shapes how consistently that change is translated into practice. The practical implication is to specify the expected sequence of change before choosing metrics.

From a governance perspective, Talent Mobility and Succession Planning in Family-Owned Organizations requires clarity about who owns the intervention, who validates the information it generates, and who can act when performance deviates from expectation. Work design and autonomy is most credible when supported by leadership credibility and change fatigue. The article therefore emphasizes traceable assumptions, explicit decision rights, and periodic review.

Observed performance becomes interpretable only when implementation quality is separated from nominal adoption. In Talent Mobility and Succession Planning in Family-Owned Organizations, talent mobility can influence succession planning through performance feedback and alignment. The pathway is conditional on digital literacy and digital literacy; these factors determine whether information becomes an operational response or remains a formal feature with limited practical effect. For executives, line managers, HR leaders, team leaders, and employees, measurement should capture both the intervention and the intermediate process expected to produce service quality.

From a governance perspective, Talent Mobility and Succession Planning in Family-Owned Organizations requires clarity about who owns the intervention, who validates the information it generates, and who can act when performance deviates from expectation. Talent mobility and succession routines is most credible when supported by team interdependence and workforce diversity. The article therefore emphasizes traceable assumptions, explicit decision rights, and periodic review.

For Talent Mobility and Succession Planning in Family-Owned Organizations, the relevant unit of analysis is the decision process linking talent mobility with succession planning. Sensemaking and change communication provides one plausible channel, but its effect depends on workforce diversity, change fatigue, and the time available for adjustment. A stronger assessment therefore combines a leading indicator of process integrity with a lagging indicator of employee readiness.

9. Conclusion

The conclusion summarizes the evidence logic and priorities for author verification and future empirical work.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, work design and autonomy changes what actors can observe, prioritize, or correct, while change fatigue shapes how consistently that change is translated into practice. This interpretation is consistent with Doz et al., 2010 and Kraus et al., 2022 and is especially relevant in family-owned organizations. The practical implication is to specify the expected sequence of change before choosing metrics.

The synthesis treats talent mobility as an input into a wider system, not as an automatic cause of succession planning. In people, leadership, work-design, and organizational change systems, performance feedback and alignment changes what actors can observe, prioritize, or correct, while leadership credibility shapes how consistently that change is translated into practice. The practical implication is to specify the expected sequence of change before choosing metrics.

A recurring issue in research on Talent Mobility and Succession Planning in Family-Owned Organizations is the danger of reading correlation as a universal performance rule. Talent Mobility may be associated with succession planning, yet the relationship can be delayed, mediated, or offset when team interdependence is weak. The mechanism examined here is sensemaking and change communication, which connects the focal practice to changes in employee readiness.

Historical source context and interpretation

The Future of Jobs Report 2023 provides pre-cutoff context on employer expectations about changing jobs and skills (World Economic Forum, 2023). Expectations reported in this source are not realized outcomes or causal estimates. The managerial mechanisms discussed here remain propositions that require organization-specific evidence.

References

- Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 23-43. <https://doi.org/10.1146/annurev-orgpsych-031413-091305>
- Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR Analytics. *The International Journal of Human Resource Management*, 28(1), 3-26. <https://doi.org/10.1080/09585192.2016.1244699>
- Doz, Y. L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating business model renewal. *Long Range Planning*, 43(2-3), 370-382. <https://doi.org/10.1016/j.lrp.2009.07.006>
- Kraus, S., Durst, S., Ferreira, J. J., Veiga, P., Kailer, N., & Weinmann, A. (2022). Digital transformation in business and management research: An overview of the current status quo. *International Journal of Information Management*, 63, 102466. <https://doi.org/10.1016/j.ijinfomgt.2021.102466>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, 122, 889-901. <https://doi.org/10.1016/j.jbusres.2019.09.022>
- World Economic Forum. (2023). The Future of Jobs Report 2023. <https://www.weforum.org/publications/the-future-of-jobs-report-2023/>